

1988

**KANAWANA
... A PLACE TO GROW**

**A PROPOSAL FOR THE
FUTURE OF KANAWANA**

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MISSION - YMCA OF MONTREAL

The Montreal YMCA is a partnership of volunteers and staff committed to the fulfillment of people in spirit, mind and body, and to the development of self-reliance in the individual and the community.

Through its actions, programs and services, the Montreal YMCA reflects the needs and aspirations of the community and supports individuals, local communities and communities in developing countries in achieving social justice and control of their environment.

YMCA CAMPING MISSION AND VALUES

YMCA camping provides an educational experience in sustained, democratic group living in the out-of-doors under trained leadership. Camp programs and the resources of the natural surroundings are utilized to stimulate the mental, physical, social and spiritual growth of individuals.

YMCA camping offers opportunities for campers to:

- Benefit from wholesome fun and adventure in a supervised and safe outdoor program.**
- Satisfy their primary emotional needs for affection, acceptance, a sense of accomplishment and worth, new experiences and recognition.**
- Develop an understanding of humanity's interdependence on nature, and a sense of responsibility for conservation of natural resources.**
- Adjust to group living in a democratic setting by instilling a sense of the worth of each individual, and developing a sense of social understanding and responsibility.**
- Establish wholesome daily health habits, and develop increased strength, vitality and endurance.**
- Develop a set of values based upon the Christian heritage of the YMCA.**
- Gain an understanding of, and an appreciation for, persons of other religions, cultures, nationalities, races and economic circumstances.**
- Increase their sense of independence, self reliance, and appreciation of one's interdependence with others.**
- Learn and enjoy a wide range of outdoor sports, physical activities, social, cultural and environmental skills.**
- Develop skills and acquire knowledge that may contribute to wholesome recreation during late years.**

YMCA KANAWANA CAMPING TASK FORCE

MAY 12, 1987

Revised Nov. 8, 1988

THE WORK OF THE TASK FORCE IS BASED ON THE FOLLOWING ASSUMPTIONS:

- The mission of the YMCA of Montreal provides the focus of this Task Force.
- Funding focuses on human growth and development first and facilities second.
- Money is a reality but does not limit the scope of the creative planning of this Task Force.
- Planning addresses short term and long term goals of Kanawana [short term 1-2 years, long term 3-4 years]
- Kanawana will continue to operate as a co-ed youth camp.
- The Kanawana site operates 12 months a year.
- Facilities are brought to a level that assures growth and development of participants in keeping with the YMCA mission. Program and facilities development have the flexibility to meet changing needs of the community.
- Program development allows for collaboration with appropriate community groups, including government, who are accepting of the YMCA mission.
- Increased threats to the environment through urban dwellers lack of knowledge and skills in co-existing with the environment challenges the YMCA to address this critical problem through optimum use of the unique resource of the Kanawana site.
- Environmental education is an immediate program thrust.
- To develop a network and promote communication to the alumni.
- This Task Force operates within a designated time frame.

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INTRODUCTION

95 years ago a few staff of the Montreal YMCA took a group of 20 young men up to the Laurentians. They had neither a place to stay nor land. What they had was an idea. Their idea was a radical new programme that would take youth from an urban area and teach them about group dynamics, team building, and leadership in a more natural environment. Their goals were to develop future leaders, teach new skills, interpret the beauty of nature and to create long-lasting bonds of friendship. The programme was a tremendous success. In fact it was so popular the Y decided to invest in buying its own piece of land which would be used solely for this purpose.

Camping was born. And no other programme developed by the Y since that time has had such a profound impact upon the lives of so many youths and young adults from the Montreal community. This entire document could be filled with accolades and testimonials from participants whose careers and lives have taken direction from the leadership, self-confidence, life skills, and knowledge that stemmed from their time they shared with others at Kamp Kanawana. Over the years the camp site, the staff and the activities have changed, but the philosophy, the objectives and the importance of camp has remained the same. These YMCA visionaries from yesteryear created a programme that has continued to be in sync with the needs of the community. It has not only withstood the test of time, it has grown and blossomed, and is about to enter a new decade where environmental awareness, the need to belong to a stable family and the need to nurture future leaders is more of a concern than ever before.

The following is an excerpt taken from the Kanawana brochure of 1919:

OUR CAMP PHILOSOPHY

Our camp stands for two fundamental principles in the training of youth. One is that youth learns more from close, intimate companionship with the right kind of adult advisors than from any other source.

The second principle is that we learn best by doing.

Our current staff training stresses these identical issues, only now we call it role-modeling and hands-on learning.

Camping is the strongest, longest lasting and most meaningful link that the Montreal YMCA has with youth. Its programme is unique, important and vital to the growth of the community. It is educating youth in and about the outdoors. It is outdoor education at its best.

The following are the goals and objectives of Kamp Kanawana.

- 1] To reflect and embody the Mission of the Montreal YMCA in improving the quality of life by developing the mind, spirit, and body of the local and international community.
- 2] To educate participants about their natural environment , and about environmental ethics and attitudes.
- 3] To create the opportunity for youths from different cultures, languages, religions, and economic backgrounds to exchange ideas and develop an understanding of others.
- 4] To offer an expanded, stable family for youths whose lives are lacking in support, safety and care.
- 5] To educate youth on subjects and about life-skills which are not covered in the school curriculum, and in a manner which is more hands-on and less theoretical.
- 6] To maintain a camper centered programme, where participants select and create their own activities. This develops and fosters the importance of decision making and introduces co-operative living at an early age.
- 7] To offer participants a non-judgemental atmosphere, where they are not pre-labeled.
- 8] To promote communication. This produces an environment where individuals learn that their ideas are important.
- 9] To teach a better lifestyle by example.
- 10] To ensure that all participants are given physical and emotional security.
- 11] To strive to develop and retain staff who are empathetic, energetic, concerned and aware.
- 12] To have fun.

THE HISTORY OF CAMPING IN THE MONTREAL YMCA

- 1894 Three islands were purchased on Lake St. Joseph, near St. Adolphe de Howard. Camp Jubilee was opened with 20 participants registered for the first summer. It was the first camp in Quebec.
- 1910 Camp Jubilee was not found to be large enough to accommodate the growing numbers of younger boys who wanted to attend. Property was purchased surrounding Lac St. Louis [Lac Kanawana] and Lac Round. Kamp Kanawana was opened with 85 boys registered for the season. Camp Jubilee was renamed Camp Otoreke.
- 1912 J. W. McConnell purchases land surrounding Lac Desjardins and adjacent to Kamp Kanawana, and donates the property to the Y. Lac Desjardins is renamed Lac Wilson in honour of Mr. McConnell's son.
- 1926 The YMCA purchases 12 acres of land on Lac Béczie, adjacent to Kanawana.
- 1937 Kanawana gives leadership in founding the Association des Camps du Quebec. This organization now accredits and monitors 110 certified Quebec camps.
- 1944 The Y purchases land on Isle Perrot. Camp Perrot is opened with 150 boys and 51 girls in attendance.
- 1964 The Y purchases 120 acres of land south of Lac Wilson which connects Kamp Kanawana to Camp Tamaracouta. A portion of this is sold to the Boy Scouts of Canada.
- 1964 The Y purchases the Page's property. This land is the entrance to Kanawana and contains the Farm house and the Block house.
- 1968 Kamp Kanawana admits female campers for the first time. 66 girls registered.
- 1973 A report on the development of the Kanawana site is submitted. It is entitled Forest Village Proposal and recommends that a year round centre that houses 200 participants be constructed on the land between Lac Kanawana and Lac Wilson.

1981 Camp Perrot is sold.

1982 A report called Countdown to Year 95 is submitted. It deals with a series of recommendations for the future of camping. It recommends the sale of Camp Otoreke, and a phased development of a leadership training center at Kanawana.

1986 The property on Lac Becsie is sold.

1987 Camp Otoreke is sold.

PROGRAMME HIGHLIGHTS

- 1894 YMCA opens first camp in Quebec
- 1947 Kanawana introduces new camp wide event to highlight the final session of camp. Lumbermen and Voyageurs competition is created.
- 1959 Les Voyageurs de la Verendrye is introduced. It is a programme that enables campers to participate in extended canoe trips in the northern wilderness of Quebec.
- 1960 Hedley Dimmock introduces new theory and focus on the potential of the group and group leadership.
- 1969 The Kanawana Outing Club is formed. This enables families to utilize the Kanawana site as a cross country ski center.
- 1976 The Order of Owens Award is created. It is given annually to the camper who best exhibits the skills and attitude towards canoe tripping.
- 1979 Knights of Kanawana is instituted. This is a recognition of campers who have acquired an advanced level of various outdoor skills.
- 1982 Walden Solos are introduced as a programme that enables CITs to participate in a 48 hour controlled solo experience.
- 1987 Environmental awareness and education becomes a major programme focus.

All the programmes and activities listed here are still in effect at Kanawana.

SITE

Location: 75 Kilometres north of Montreal
6 Kilometres south/west of St. Sauveur Des Monts

Accessibility: 3 roads:

- 1 - unpaved to the facilities and Lac Kanawana
- 1 - unpaved to the south end of Lac Wilson
- 1 - paved to the north end of Lac Rond

Size: This information was taken from a report submitted to the Y from Royal/Lepage in 1989. There was no record found that showed the Kanawana site has ever been surveyed.

Land 455 acres
Lac Kanawana 60 acres
Lac Wilson 17 acres
Lac Rond 5 acres
TOTAL 537 acres

Description:

Land

Kanawana's 455 acres are mostly hilly, rolling terrain. Its facilities are all located on a thin strip of land north of Lac Kanawana. The land is predominately wooded, with a variety of forest stages, from regenerating woods under 20 years old, to a climax forest of maple/beech 85+ years old.

Water

Kanawana's property completely encompasses three lakes: Kanawana, Wilson, and Rond, and touches the tip of Lac Spring. It also partially covers a small lake that has been created by a beaver dam on the north border. When tested by the Ministere de l' Environnement du Quebec 2 years ago, the water in Lac Kanawana was found to be one of the cleanest in the Laurentians. The property also contains streams on the eastern side of Lac Kanawana, between Lac Kanawana and Lac Wilson, and on the southern end of Lac Wilson, as well as containing three swamps: one on the eastern end of Lac Kanawana; one on the northern shore of Lac Kanawana; and one between Lac Wilson and Lac Rond.

Wildlife

The Kanawana site has attracted a wide variety of wildlife due to its diverse natural habitats and the fact that much of the surrounding properties have remained [until recently] undeveloped.

Mammals: Moose, Deer, Black Bear, Coyote, Fox, Otter, Beaver, Raccoon, Skunk, Muskrat, Squirrel, Chipmunk, and assorted Shrews, Voles, Moles, Mice and Bats.

Amphibians: A variety of frogs and salamanders that is too long to list, most species found in Quebec are represented.

Reptiles: Garter, Grass, Ringed Neck, and Red Belly Snakes; Snapping and Painted Turtles.

Birds: Over 150 species seen nesting or observed.

Fish: Bass, Perch, Sunfish, many species of minnows.

FACILITIES

Winterized

# of buildings	# accomodated	winter use	summer use
1 - house [1940]	24	rental	prog.
1 - house [1935]	10	rental	res.
1 - house [1955]	1 family	res.	res.
5 - cabooses	1-2 per	rental	res.
2 - parking areas		supp.	supp.

Non winterized

Summer and shoulder season [May, 1/2 June, Sept.] only.

# of buildings	# accomodated	summer use
21 - camper tents	7 + 1 per	res.
7 - camper cabins	7 + 1 per	res.
3 - CIT tents	7 per	res.
13 - staff cabins [1940's]	23 total	res.
3 - staff tents	6 per	res.
1 - infirmary [1945]	1 + 6 beds	supp., res.
1 - lodge [1880's]	2	prog., res.
1 - gymnasium [1976]		prog.
1 - lodge, nature room [1938]		prog.
1 - dining hall, kitchen, H&T area [1919]		prog., supp.
1 - arts & crafts center, staff room [1932]		prog., supp.
1 - prog. office, H&T office [1940's]		supp.
1 - . business off., director's off., maintenace area [1940's]		supp.
2 - shower houses [1935&1984]		supp.
4 - bathroom buildings [1945]		supp.
2 - pump houses [1935&1940's]		supp.
1 - barn, shed		stor.
1 - shed		stor.

Exterior areas

summer use	
1 - archery field	prog.
1 - ball field	prog.
1 - boating area	prog.
1 - swimming waterfront	prog.
6 - overnight sites	prog.
1 - council ring	prog.
1 - chapel	prog.
2 - parking areas	supp.
1 - septic field	supp.
1 - storage area	stor.

Abbreviations:

res. = residence

prog. = programme area

supp. = support area

stor. = storage area

Numbers in brackets are construction dates.

CLIENTELE

SUMMER

Campers

Ages: 7-15

Duration: 2, 4, 6, or 8 weeks

Mother Tongue	1988	1987	1986
English	75%	76%	No records kept
French	22%	21%	
Other	3%	3%	

	# of campers			camper days		
	1988	1987	1986	1988	1987	1986
Junior Boys 7-11	194	192	182	2716	2688	2548
Junior Girls 7-11	147	130	118	2058	1820	1652
Senior Boys 12-15	193	189	195	2702	2646	2730
Senior Girls 12-15	216	195	205	3024	2730	2870
TOTALS	750	706	700	10500	9884	9800

Counsellors In Training

Age: 16

Duration: 8 weeks

	# of CITs			CIT days		
	1988	1987	1986	1988	1987	1986
Females	13	9	12	728	504	672
Males	8	11	8	448	616	448
TOTALS	21	20	20	1176	1120	1120

Voyageurs de La Verendrye

Ages: 14-17

Duration: 2 weeks

	# of Voyageurs			Voyageur days		
	1988	1987	1986	1988	1987	1986
Females	9	9	3	126	126	42
Males	19	14	8	266	196	112
TOTALS	28	23	11	392	322	154

Clientele Geographical Data

	1988	1987	1986
Montreal	57%	58%	65%
West Island	12%	14%	10%
South Shore	9%	9%	8%
Laval	6%	4%	2%
Laurentiens	2%	5%	3%
Quebec City	3%	2%	2%
Misc. from Quebec	5%	3%	4%
Other Provinces	3%	2%	3%
USA	1%	2%	3%
Foreign	3%	1%	1%

CLIENTELE

Off Season

Kanawana Outing Club

Ages: Families

Duration: 12 weekends

	1989	1988	1987
# of participants	30	51	44

Other Users

Year June 1/86- May 31/87 Only partial records found.

	<u>Without Services</u>		<u>With Food Services</u>		<u>TOTALS</u>	
	<u># days</u>	<u># users</u>	<u># days</u>	<u># users</u>	<u># days</u>	<u># users</u>
Prim. & High School	15	337	-	-	15	337
Community Groups	9	96	-	-	9	96
YMCA	9	150	-	-	9	150
Boy & Girl Scouts	7	550	-	-	7	550
University & CEGEP	-	-	-	-	-	-
TOTALS	40	1133	0	0	40	1133

Year June 1/87- May 31/88

	<u>Without Services</u>		<u>With Food Services</u>		<u>TOTALS</u>	
	<u># days</u>	<u># users</u>	<u># days</u>	<u># users</u>	<u># days</u>	<u># users</u>
Prim. & High School	21	1048	-	-	21	1048
Community Groups	18	330	-	-	18	330
YMCA	22	374	9	156	31	530
Boy & Girl Scouts	10	924	-	-	10	924
University & CEGEP	7	110	-	-	7	110
TOTALS	78	2768	9	156	87	2924

Year June 1/88- May 31/89

More rentals to follow.

	<u>Without Services</u>		<u>With Food Services</u>		<u>TOTALS</u>	
	* days	* users	* days	* users	* days	* users
Prim. & High School	23	1101	-	-	23	1101
Community Groups	7	156	-	-	7	156
YMCA	13	164	12	219	25	384
Boy & Girl Scouts	13	1563	-	-	13	1563
University & CEGEP	8	183	8	720	16	903
TOTALS	64	3167	20	939	84	4106

PROGRAMME

Summer programmes:

Residential Camping

Participants: youths ages 7-15
Activities: all of list below
Duration: 2, 4, 6, or 8 weeks

Counsellor In Training

Participants: youths age 16
Activities: leadership training,
most of list below
Duration: 8 weeks

Les Voyageurs de La Verendrye

Participants: youths ages 14-17
Activities: extensive canoe trip
Duration: 2 weeks

Activities:

Boating

Canoeing
Row Boating
Sailing

Swimming

Instruction
Life Saving
Swim team

Indoor Sports

Volleyball
Basketball
Floor Hockey
Fitness
Games

Adventure Training

Rock Climbing
Initiative Tasks
New Games

Outdoor Sports

Football
Baseball
Soccer
Volleyball
Ultimate Frisbee
Frisbee Golf
Wide Games
Archery

Arts & Crafts

Drawing
Painting
Hand Weaving
Candle Making
Projects

Outdoor Pursuits

Orienteering
Campcraft
Projects

Tripping

Canoe Tripping
Hiking
Rock Climbing Trips
Overnight Camping
Walden Solos

Nature

Environmental Ethics
Concept Teaching
Animal & Plant Studies
Habitat Enhancement

Performing Arts

Drama
"K.K. Kabaret"
Sing Songs

Winter Programme

Kanawana Outing Club

Participants: families

Activities: cross country skiing

Duration: 12 weekends

STAFF

Full-time

1 - Director

Location: 3 months: site, 9 months: metro

1 - Secretary/Office manager

Location: 12 months: metro

2 - Maintenance staff

Location: 12 months: site

Part-time

Location: All listed below are 2 1/2 months on site;
with exception of 2 maintenance staff
who are 4 1/2 months on site

1 - Programme director

4 - Section directors

1.- Business office manager

1 - Assistant

1 - CIT director

1 - Waterfront director

1 - Assistant

1 - Nurse

1 - Assistant

6 - Programme specialists

3 - Assistants

2 - Voyageur trip leaders

2 - Assistants

4 - Canoe/hike trip leaders

1 - Assistant

2 - Chefs

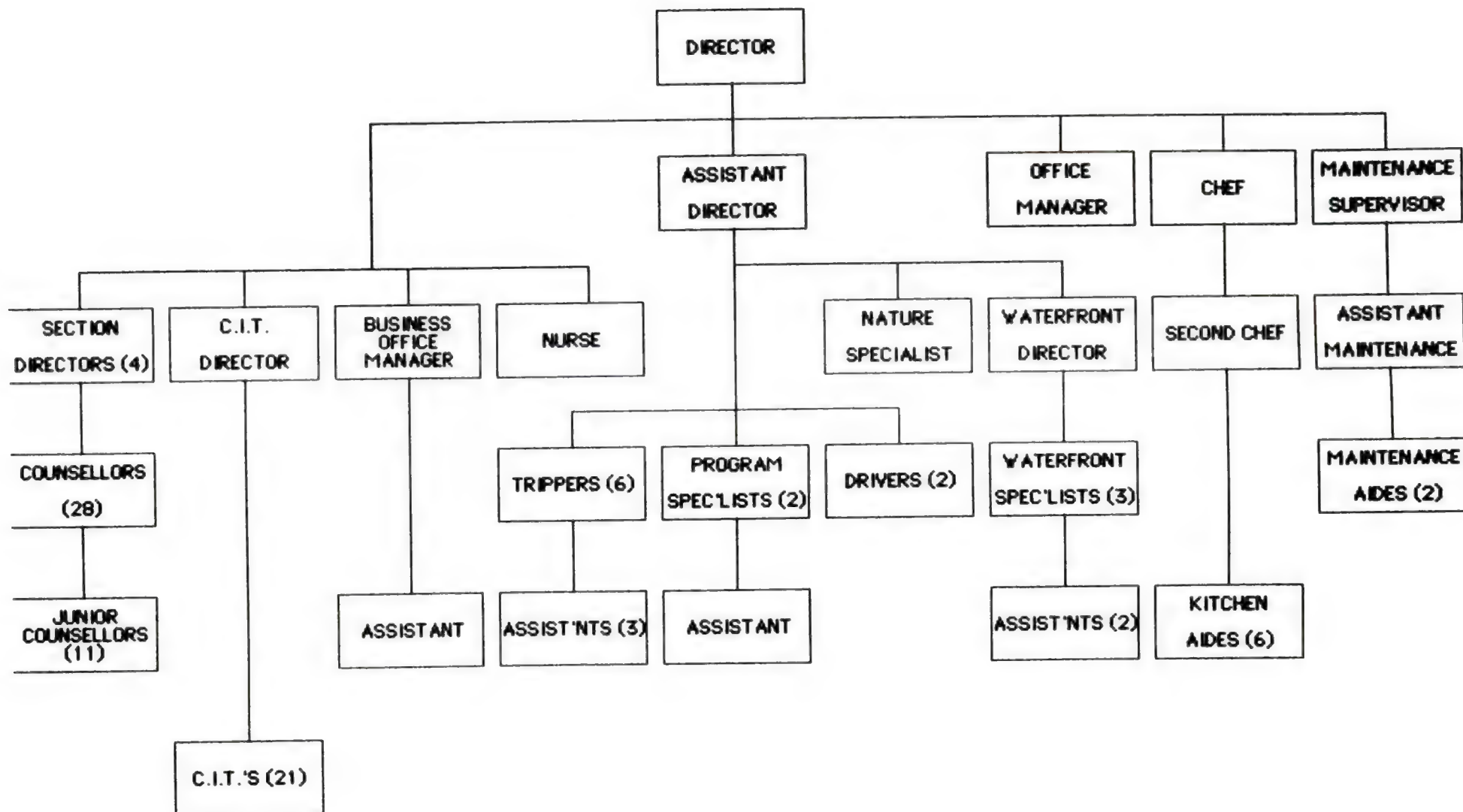
6 - Kitchen aides

2 - Van drivers

3 - Maintenance staff

27 - Senior counsellors

11 - Junior counsellors



FINANCES

Total budget: Fiscal year June 1- May 31

Expenses

	1986-87	1987-88	1988-89	1989-90
Head Office	69,244	86,855	98,256	106,551
Site	85,210	81,328	91,502	100,496
Summer Operation	218,451	263,078	284,054	302,038
Off-Season	215	245	12,360	13,594
TOTALS	373,120	431,506	486,172	522,679

Income

	1986-87	1987-88	1988-89	1989-90
Participant Fees	351,849	385,642	433,665	489,196
Off-Season	11,213	14,006	34,114	37,000
TOTALS	363,062	399,648	467,779	526,196

Total

	1986-87	1987-88	1988-89	1989-90
Expense	373,120	431,506	486,172	522,679
Income	363,062	399,648	467,779	526,196
NET	<-10,058>	<-31,858>	<-18,393>	+3,517

Figures from 1986-88 budgets are actual.

Figures from 1988-89 budget are projected.

Figures from 1989-90 budget are estimated.

Participants' Fees (\$)

	1986	1987	1988	1989
Junior				
2 weeks	430	470	510	570
4 weeks	830	910	970	1070
6 weeks	1235	1360	1450	1570
8 weeks	1640	1810	1920	2070
Senior				
2 weeks	470	520	560	600
4 weeks	900	990	1050	1100
6 weeks	1340	1470	1560	1600
8 weeks	1775	1950	2070	2100
Voyageurs	425	500	550	600
CIT	875	900	925	950

CURRENT ASSESSMENT

Site:

One of the strengths of the present Kanawana operation is its ruggedness and beauty. Much of the land is on fairly steep embankments making a large and open playing field unavailable. This has in many ways dictated Kanawana's programme emphasis; activities such as canoe tripping, nature, swimming and boating need only water or woods. The buildings and facilities also sit upon a steep hill and as this is the section of the site that gets the most traffic, soil has been greatly eroded under thousands of feet over the past 75+ years. In some areas, over one meter of topsoil has been washed away. This has put a serious strain on the sparse vegetation in the area, as run-off from storms have stripped the remaining soil of any nutrients. For the past two summers much work has been performed in building natural barriers to catch the soil and areas have been cordoned-off to allow regeneration of the forest.

When first opened on its present site, Kanawana was a 1/2 day journey away from Montreal by train and wagon. It can now be reached by car in 45 minutes. This is advantageous in cutting transportation costs and in attracting off season clients, but is threatening in a manner that was not foreseen even five years ago: it is too close to Montreal. St. Sauveur has become a mecca for developers with over 1,000 condominium units constructed in 1987 alone. What was once a rural village now has over 130 restaurants. St. Sauveur has become a suburb of Montreal. This rapid development is, in a myriad of ways, affecting life at Kanawana. There is a sharp increase in strangers who stroll or drive into kamp. With a programme that has 200 children this is very worrisome for a staff that are entrusted with their safe keeping. Acts of vandalism have increased in the off season when the site is not in use. Development of Lac Racquette, the northern neighbor of Kanawana, has meant that discussion and instruction have either become accompanied by the low rumble of heavy trucks or punctuated by chain saws. Trails leading to the lake will have to be blocked, and 2 overnight camping sites have been lost. Overnight sites on Kanawana's property have become more of a headache for the tripping programme. Frequently, camp groups discover that the site they were assigned, has been occupied by a group of strangers. Camp Tamarcouta [connected to

the southern end of Lac Wilson] is facing the same difficulties with overnight sites, vandalism, and unwanted visitors.

The site, in all its splendor, remains a powerful drawing card in attracting summer and off season clientele. The problem is trying to keep the encroaching city out.

FACILITIES

The gravest problem facing Kanawana is the lack of adequate facilities. Almost all buildings are old and need to be replaced. This has been compensated by strong programmes, innovative staff and a beautiful site. Significant funds have been invested in site during the past three years by the Y, Kanawana's budget and the provincial government, this has assured that the buildings would be secure and serviceable. Facilities continue to drain finances and time, and hinder off season availability and growth. They retard hopes of reaching more summer clientele as we already over fill what is available and have to rely upon the tripping programme to take participants off-site to provide sufficient room to operate. This is particularly critical during a series of rainy days and indoor programme areas are fully taxed. Kanawana requires more facilities, in better condition, and designed to function in more than just the summer months. Kanawana needs better facilities to meet its current demands, attract more clientele, become financially viable, extend the duration of its operation, and increase and strengthen its programme capabilities.

CLIENTELE

Kanawana has an annual returning camper rate of over 60%; the national average is around 40%.

For the past two years there has been a waiting list for campers and voyageurs. The CIT programme is so popular that it would have to be doubled or tripled in order to accomodate all of the applicants. There is a much larger demand for Kanawana's services than can be met. This with spending only .013% of the budget on advertising. The off season advertising budget is nil, and yet the number of off season users grows annually. The operation essentially sells itself by word of mouth.

For the past three summers Kanawana has linked up with the West Island Association for the Handicapped, Giant Steps, and the Montreal Oral School for the Deaf. This allows children who are mentally handicapped, autistic, and hearing impaired to interact with and be part of a camp that highlights the individual, not the disability. The results have been heartwarming.

Kanawana has become cost restrictive. In order to become financially viable fees have had to increase to the point of making it available only to upper middle class families. Limited subsidies are available to families who are less fortunate. What this means is that families that earn between \$18,000-\$35,000 cannot afford to send their children to Kanawana. Means must be sought by which this large percent of Montreal families can send their children to a quality residential camp.

Kanawana is the strongest link that the Y has with youth. Many of our clients go on and join the Y as adults, thereby creating a network where the Y plays a major role throughout a person's life. Approximately 50% of our summer participants are from one parent families. These parents are searching for a warm, rewarding environment for their children, while they spend some time reflecting and regenerating. Do our participants and their parents recognize the importance of Kanawana and the special role that it plays in the formative years of life? Absolutely! The only regret is that it could be serving so many more who want to be part of the magic.

PROGRAMME

Programme has always been the driving force behind the success of Kanawana: it is the vehicle through which our goals and objectives are obtained. It is largely designed by the participants and delivered by the staff. In being part of a co-operative team that forms its own activities, the participant gains ownership. Kanawana has long been recognized for pioneering and facilitating a plethora of activities which are hands-on and fun. Programmes which challenge the individual, in an environment which measures success by willingness to explore and not by failures. Programmes which are not only unique to the Y, but are unique in camping. From enriching and structured activities like solo sits, swamp walks, mile swims and climbing the chimney, to just plain having a laugh goofiness like mud fights, sneakouts, paint the counsellor and showering in the rain. Continual programme monitoring and innovations are essential for healthy growth and development of participants and Kanawawa.

STAFF

The principal reason that campers return to Kanawawa year after year, or that alumni who haven't been to kamp in 50 years are willing to take a five hour train ride from Toronto to attend a three hour Kanawana reunion in Montreal, is because of a group of individuals who gave them what they needed most in their youth: understanding. They weren't teachers who were concerned that a concept was taught, or coaches who were improving physical skills, they were camp staff who showed them that they had what it takes to succeed, they had themselves. The returning staff rate at Kanawana for the past two years has been 71% [national averages are 42%]. A high returning rate of good staff means there is continuity, a sense of a stable summer family for participants, and creates an environment where experience helps in innovating new programmes and in problem solving. Why do staff return to the worst paying job, with the longest hours that they have ever had? Because they have found a working environment in which they are stimulated, given responsibility, trusted, and where their opinions and ideas are not only important, they are essential.

FINANCES

Kanawana's budget has for the past 11 years operated at a deficit. Projections for the upcoming year forecast a slight surplus. It does not receive any subsidies from governments or from Centraide. Sponsored children who cannot afford the fees are subsidized from the operating budget. \$5,230 was spent during the current fiscal year on subsidies, \$8,000 has been set aside for the upcoming year.

Difficulties have stemmed from a lack of winterized facilities to host users or to create year round programmes. Expenses are incurred year round for a programme which operates two months of the year. These expenses are offset by summer camp fee revenues. Participants are paying for a non-winterized site. If a facility were constructed that could generate income on a 12 month basis, then summer fees could be lowered. More participants could attend the summer programme, profit could be generated, and more participants who require financial assistance admitted.

CONCLUSION

Kanawana is one of the most value laden, powerful and needed operations of the Montreal YMCA. For 95 years the Y has pioneered youth related programmes through its commitment to camping and the Montreal community. Over 45,000 youths have shared summers filled with exploration, challenges and fun with new friends met at Kamp Kanawana. Camping is 'an ounce of prevention' in teaching youth about leadership, co-operation and respect for themselves and others, that may some day negate the need for 'a pound of cure'.

Through unique multifaceted programmes, dedication to staff development, and its rustic nature, Kanawana is continuing to create and expand upon a name that has become synonymous with care and leadership in an ever growing circle. It is entering the uncertainty of the 90's with knowledge that its goals and convictions will be in greater and greater demand. It is rising to face one of the most critical issues that is confronting the earth, our fragile environment, and hoping that the ethics and values that are being instilled in our youth, tomorrow's teachers and leaders, are not too late. And its an operation that can't meet its growing demand, expand or extend its programme, become profitable, and serve more of the community because of aged, inadequate facilities.

POSSIBLE ALTERNATIVES

There are two main options to consider when looking at the future of Kanawana:

- 1) Remain on current site/move to a new location.
- 2) Remain a summer operation/establish a year round operation

Listed below, in summary form, are the advantages of the above alternatives.

1) Remain on current site:

- Close proximity to Montreal
- Site already developed for summer operation
- Clientele and alumni familiar with site
- Site contains a wide variety of habitats
- Site is beautiful and contains 3 lakes

Move to a new location:

- Funding for redevelopment in part or in whole can be raised from sale of current site
- Larger piece of land could be acquired so encroachment won't be a future concern
- Site could be developed with proper master plan, re. location of facilities, and prevention of erosion
- Site would be closer to wilderness area
- Selection of new site could ensure it being level enough to expand programme

2] Remain a summer operation:

- Have established reputation and experience to draw upon
- Would not be as expensive to replace or develop facilities

Establish a year round operation:

- Ensure financial solvency
- Introduction of new programme innovations
- Year round operation would help market summer operation, and vice versa
- Would enable the Y to reach out to a larger population of youths and adults in the Montreal and international community.
- Would provide a leadership training center and a center for retreats for the Y

KANAWANA

...THE FUTURE

Take no little plans;
they have no magic to stir men's blood
and probably themselves will not be realized.
Take big plans; aim high in hope and work,
remembering that a noble, logical diagram once recorded
will never die but long after we are gone will be a living thing
...asserting itself with ever-growing insistence.
Remember that our children and their children
are going to do things that would stagger us.
Let your watchword be ORDER
and your beacon, BEAUTY.

BURNHAM'S MANIFESTO

The remainder of this proposal deals with recommendations for the future of camping and Kanawana. It is designed to be applicable whether Kanawana remains on the current site/or relocates, and whether the operation remains as a summer camp/or becomes a 12 month operation. It was written with the understanding that Kanawana needs new facilities, and that the cost of developing new facilities in a rural environment would be approximately equal if they were built in St. Sauveur, or elsewhere. The financial projections for both construction and operation are very rough estimates. A more detailed financial forecast would have to be undertaken before any decision for the future of Kanawana could be done.

Preface: This section deals with recommendations for the future of camping and of Kanawana, in terms of site, facilities, clientele, programme, staff, and finances.

To summarize the previous chapter:

□ Facilities: Old, unwinterized, too small, major factor in limiting programme growth, financial viability, and increasing clientele.

□ Site: Beautiful, three lakes, very hilly, eroding, being encroached, land base not large enough to protect site.

□ Clientele: Waiting lists to enroll, limitations due to lack of facilities, high returning rate, cost restrictive to enter programme.

□ Programme: Strong, new emphasis on environment, unique, implementation of new programmes limited by finances.

□ Staff: Strong, high returning rate, major factor in retaining clientele.

□ Finances: 12 month expenses/ 2 month income, usually operates at a loss, limited by facilities, not subsidized by external sources

RECOMMENDATIONS

In reviewing all these factors the Kanawana Task Force recommends that the Montreal YMCA Board of Directors consider the following:

A) The sale of the Kanawana site;

B) The purchase of a new site;

C) Expansion to a year round operation with a residential summer camp and an environmental/outdoor education center.

PROGRAMME

Programming will continue to be the most important aspect of the camp/outdoor education center. It is important that all activities are YMCA generated and planned. This means that Kanawana will no longer be a site available for rentals without YMCA staff present. A group may operate a programme utilizing their own staff, but Kanawana staff would be there to assist them in any way they deemed necessary. It is crucial for Kanawana to continue to innovate and implement new programmes. The Kanawana Task Force recommends that the spring, fall and winter emphasis be aimed towards a high impact, hands on environmental education programme. Environmental studies is becoming more of an integral part of the school curriculum and schools are searching for a center which can help supplement classroom theory. As this is to become the dominant focus of school based clientele a partial listing of what an environmental education programme will contain has been included. Clients may choose to specialize on one topic/activity, or combine a variety of topics.

NATURE PROGRAMME

Possible activities/topics:

All activities emphasize healthy environmental ethics and attitudes. These attitudes and ethics then help form sound ecological concepts.

- ☐ Aquatic life
- ☐ Pollution
- ☐ Nature friends
- ☐ Soil, water, air, plants, animals
- ☐ Parasites
- ☐ Bird watching
- ☐ Sounds in nature
- ☐ Snow study
- ☐ Reptiles and amphibians
- ☐ Cycles in nature
- ☐ Dead trees
- ☐ Bats
- ☐ Composting/recycling

- ☐ Sunspec Club - connecting man and nature
- ☐ Poisonous plants
- ☐ Astronomy/space
- ☐ Food webs
- ☐ Weather station
- ☐ Animal signs
- ☐ Interpretive hiking and canoeing
- ☐ Acid rain
- ☐ Life under snow
- ☐ Nature olympics
- ☐ Smell recipes
- ☐ Beaver study
- ☐ Solo sits
- ☐ Aquarium and terrarium set-up
- ☐ Ethics of collecting and caring for wild creatures
- ☐ Building bird boxes and feeding stations
- ☐ Creating a pond or field
- ☐ Adaptation
- ☐ Aquatic garden
- ☐ Touch trays
- ☐ Life under a log
- ☐ Discovery sessions
- ☐ Rocks and minerals
- ☐ Spiders
- ☐ Bees and pollination

PROGRAM EVALUATION CRITERIA	LISTING OF ACTIVITIES BY PROGRAM AREA	ENVIRONMENTAL EDUCATION										TEAM SPORTS				AQUATICS							
		FOREST ECOLOGY	POND ECOLOGY	RECYCLING	CONSERVATION PROJECTS	INTERPRETIVE HIKES	ETHICS	ASTRONOMY	POLLUTION STUDIES	FOOD CHAINS	ALTERNATIVE ENERGY	WINTER ECOLOGY	VOLLEYBALL	BASKETBALL	SOFTBALL	SOCCER	SWIMMING	CANOEING	SAILING	KAYAKING	WINDSURFING	BOATING	SNORKELING
1. STATUS																							
CURRENT																							
PROPOSED																							
2. PROGRAM GROUP		<div><div>■</div> = PROG. FOCUS<div>░</div> = AVAILABLE</div> <div><div>▒</div> = EMPHASIS<div>□</div> = NOT AVAILABLE</div>																					
CAMP																							
PRIM.& SEC. SCHOOLS																							
CEGEP & UNIVERSITIES																							
CONFERENCE GROUPS																							
FAMILY																							
3. PERSONAL GROWTH																							
PHYSICAL																							
MENTAL																							
SOCIAL																							
4. OPERATING TIME																							
SPRING																							
SUMMER																							
FALL																							
WINTER																							
5. UNIQUE FEATURES																							
COMMON																							
UNIQUE TO CAMPING																							
UNIQUE TO KANAWANA																							

[illegible]

[illegible]

SITE

Location:

- In the Laurentiens;
- Within 2 hours of Montreal;
- Fairly near [within 30 kilometres] of Route 117;
- Adjacent to a national or provincial park, or Zec zone, or reserve faunique;
- Preferably near downhill ski area.

Size:

- Between 1,000-1,500 acres.

Requirements:

- Undeveloped, wooded area that contains 2-3 lakes;
- Variety of geographical features: level land, hills and cliffs;
- Mature mixed forest;
- Mixed habitats: woods, lakes, stream, marsh, regenerating woods, bog, swamp, and fields.

Recommendations:

- Facilities be developed on northern shore;
- Facilities be developed in center of purchased property, not on a border.

ARTS AND CRAFTS CENTER

Purpose: To teach arts; medium sized meeting room

Location: Camp core

Requirements:

Approx. 1350 sq.ft.

Large lockable storage area for supplies and equipment

Ample shelf space

Easy to clean floor and walls

Display area

Work sink

Ample natural light

Good ventilation [no fans]

Area to store partially finished projects

Many large work tables, varied heights

Vices

Band saw [inaccessible]

Office with desk, filing cabinets, bulletin board

Mop/broom closet

Woodworking area [paddles, dipping]

Wood storage area

Minor first aid kit

Walkie talkie/intercom

External stove [inaccessible]

Porch with tables

Coat/boots area

Programme:

	Spring	Summer	Fall	Winter
drawing	x	x	x	x
painting	x	x	x	x
woodworking - paddles	x	x	x	x
leatherworking	x	x	x	x
sculpting	x	x	x	x
photography	x	x	x	x
sewing	x	x	x	x
pottery	x	x	x	x

ASSISTANT DIRECTOR'S CABIN

Purpose: House staff

Location: Near road, other staff housing

Requirements:

Approx. 850 sq.ft.

2 bedrooms

Kitchen

Living/dining room

Bathroom

Porch

Ample natural lighting

Telephone

Walkie talkie/intercom

Programme:

	Spring	Summer	Fall	Winter
residence	x	x	x	x

ARCHERY RANGE

Purpose: Teach archery

Location: Removed from camp core

Requirements:

Easily accessable from one side, inaccessible from other three sides

Storage area for bows , arrows and equipment

Target backing should be fixed

Programme:

	Spring	Summer	Fall	Winter
archery	x	x	x	

BACK TO BASICS

Purpose: Teach participants about life as it once was, ~~farming skills~~

Location: Removed from camp core; set on its own

Requirements:

Approx. 950 sq.ft.

Log cabin

Kitchen with wood stove

3 bedrooms

Hand made furniture

Hand pumped water

Outhouse

No electricity [candles and kerosene lamps]

Easy to wash floors

Small barn to house 2 horses, 2 cows, chickens

Vegetable garden

Walkie talkie/intercom

Programme:

	Spring	Summer	Fall	Winter
Candle making	x	x	x	x
Quilting	x	x	x	x
Working a loom	x	x	x	x
Bee keeping	x	x	x	
Farming	x	x	x	
Leather working	x	x	x	x
Basic wood working	x	x	x	x
Baking	x	x	x	x
Making apple cider		x	x	x
Shoe repair and construction	x	x	x	x
Wagon rides	x	x	x	x

CAMPER BATHROOMS AND SHOWERS

Purpose: Dispose of human waste; wash

Location: One in center of female section, one in center of male section

Requirements:

Approx. 650 sq. ft. per = 1300 sq. ft.

Unheated

4 entrances/exits

16 shower heads divided in 2 rooms

10 toilets divided in 2 rooms

4 sinks divided in 2 rooms

Well ventilated

Easy to clean floors

Programme:

	Spring	Summer	Fall	Winter
support area	x	x	x	

CIT DIRECTORS' CABIN

Purpose: House staff; small meeting area

Location: near CIT area

Requirements:

Approx. 400 sq ft.

Two bedrooms with closets

Common living area

Easy to clean floors

Coats/boots area

Desk

Fridge

Book shelves

Shelves for food

Ample natural lighting

Bathroom

Porch

Programme:

	Spring	Summer	Fall	Winter
CIT programming		x		
support area	x	x	x	x

COUNCIL RING

Purpose: Special ceremonies; large outdoor meeting area

Location: Wooded area; removed from camp core

Requirements:

Large fire bowl

Seating for 300 people

Programme:

	Spring	Summer	Fall	Winter
large camp fires	x	x	x	

DIRECTOR'S CABIN

Purpose: House staff

Location: Near road, other staff housing

Requirements:

Approx 1100 sq.ft

3 bedrooms

One and one half bathrooms

Living room

Kitchen

Basement

Porch

Ample natural lighting

Telephone

Walkie talkie/intercom

Programme:

	Spring	Summer	Fall	Winter
support area	x	x	x	x

DINING HALL

Purpose: Dining area; very large meeting room

Location: Adjacent to kitchen; near road; camp core

Requirements:

Approx. 5000 sq.ft.

Folding, roll-away tables with fixed benches

Well ventilated

Easy to clean floors

Able to be divided into 2 or 3 sections

Ample natural lighting

Toilets

Counter with running water, coffee and hot water

Movable salad bars and hot tables

Sound system

Large coat/boots room

Programme:

	Spring	Summer	Fall	Winter
support area	x	x	x	x

DIRECTOR'S OFFICE

Purpose: Policy planning; very small meeting room

Location: In same building as programme office, business office; camp core;
near road

Requirements:

Approx. 150 sq.ft

Lockable

Desk, filing cabinet, bulletin board

Book shelves

Slide projector

2 telephones

Programme:

	Spring	Summer	Fall	Winter
support area	x	x	x	x

GARAGE

Purpose: House vehicles; minor automotive repair

Location: Near road, workshop

Requirements:

Approx. 1200 sq ft.

House 4 vehicles

Cement floor

Garage doors

Ample counter and storage space

Hoist

Work area with pit

Ground level

Programme:

	Spring	Summer	Fall	Winter
support area	x	x	x	x

GYMNASIUM

Purpose: Provide indoor space for programmes; very large meeting area

Location: Camp core; near road

Requirements:

Approx. 3200 sq ft.

Large enough to play basketball and to have an out-of-bounds area

Removable volleyball nets

Stage with changing rooms, storage area and curtain

Durable, easy to wash floors

Coat/boots area

Ground level

Toilets

Mop/broom closet

Work sink

Porch

Well ventilated

Tall ceiling

Large garage door

Storage room for balls and equipment

Programmes:

	Spring	Summer	Fall	Winter
volleyball	x	x	x	
basketball	x	x	x	
floorhockey	x	x	x	
badminton	x	x	x	
fitness	x	x	x	
judo	x	x	x	
karate	x	x	x	
rock climbing	x	x	x	
new games	x	x	x	
initiative tasks	x	x	x	
theatre	x	x	x	
dance	x	x	x	
storage				x

HIKE AND TRIP CENTRE

Purpose: Planning of trips; preparing trips

Location: Near road, kitchen, offices

Requirements: Needs three separate areas

Approx. 200 sq.ft office, 650 sq.ft. storage, 250 sq.ft. porch = 1100 sq.ft.

Unheated

1) Office

Seating for 10 people

Large wall for maps

3 or 4 desk areas

Bulletin board

Filing cabinets

2) Storage

Much larger than present size

Lockable

Operates a counter service

Separate storage areas for food and H&T equipment

Rodent proof

Area for repairs

Well ventilated

Easy to clean floor and counters

Fridge

Exterior area to store stoves/napta [inaccessable]

3) Packing area

Large enough for 30 people and equipment

Clean up area with work sink

Area to dry tents, knapsacks, equipment

Work tables

Programme: To plan and prepare trips for:

	Spring	Summer	Fall	Winter
canoeing	x	x	x	
hiking	x	x	x	
rock climbing	x	x	x	
day trips	x	x	x	
overnights	x	x	x	
nature	x	x	x	
walden solos		x		
support area	x	x	x	

INFIRMARY

Purpose: Tend to injured or ill participants, house staff

Location: Center of camp; near road, offices, kitchen

Requirements:

Approx. 1500 sq ft.

10 beds

Quarantine room

Waiting area

Full bathroom with bathtub

Can be divided by curtains or walls

Medicine storage area [inaccessible]

Office with desk, filing cabinet, bulletin board

Shelf space

Area for games and books

Dirty and clean laundry storage area

Treatment room

Large sink in treatment room

Well ventilated

Fridge and stove

Ample natural light

Porch

Ground level

Easy to clean floors

Walkie-talkie/intercom

Nurses quarters with

- 2 bedrooms

- Common living room

- Bathroom

- Kitchen

- Separate entrance

Programme:

	Spring	Summer	Fall	Winter
support area	x	x	x	x

KAYAKING AREA

Purpose: Teach kayaking; recreational

Location: Near canoeing, boardsailing; removed from swimming area

Requirements:

Shallow water

Racks to store kayaks

Roped-off area for instruction

Programmes:

	Spring	Summer	Fall	Winter
recreation	x	x	x	
kayaking instruction	x	x	x	

KITCHEN

Purpose: Store and prepare food

Location: Adjacent to dining hall; near road; camp core

Requirements:

Approx. 1200 sq ft.

Walk-in fridge

Walk-in freezer

Office with desk, filing cabinets, bulletin board

Storage room with shelving for all dry foods

Large baking ovens

Counters for food preparation

2 serving areas

Grill

Toilets

Wash-up room for staff

Coat/boots area

Ample natural lighting

Telephone

Lockable

Many burners

Truck-level loading docks

Easy to clean floor

Dishwashing room with industrial dishwasher

Work sink and area to store mops and brooms

Area to store baked products

Area to store all dishes

Area to store all cooking equipment

Area to store non-refridgerated vegetables

Staff dining area

Steam oven

Programme:

	Spring	Summer	Fall	Winter
support area	x	x	x	x

LODGE

Purpose: Large meeting area; programme area

Location: One near female tent line, one near male tent line

Requirements:

Approx. 2800 sq.ft. x 2 = 5600 sq.ft.

Fireplace

Porch with tables

Ample natural lighting

Toilets

Drinking fountain

Visual equipment area [inaccessible]

Games storage area [inaccessible]

Tall ceiling

Easy to clean floors

Coat/boots area

Broom/mop closet

Programme:

	Spring	Summer	Fall	Winter
theatre	x	x	x	x
music		x		
dance	x	x	x	x
ping pong	x	x	x	x
new games	x	x	x	x
fitness	x	x	x	x
judo	x	x	x	x
karate	x	x	x	x
language courses		x		
classroom	x		x	x

NATURE CENTER

Purpose: To educate participants about environmental awareness and concerns

Location: Camp core; near water

Requirements:

Approx. 1400 sq.ft.

Movable tables

Fixed counters on sides

Ample natural light

Toilets

Coat/boots area

Easy to clean floor

Display cases

Basement for storage

Bookshelves [inaccessible]

Ample electrical outlets

Work sink

Broom/mop closet

Porch with tables

Outdoor amphitheatre

Programmes: Studies about:

	Spring	Summer	Fall	Winter
Environmental issues	X	X	X	X
Lake and pond life	X	X	X	
Astronomy	X	X	X	X
Amphibians and reptiles	X	X	X	
Plant life	X	X	X	X
Acid rain	X	X	X	X
Birds	X	X	X	X
Sustainable development	X	X	X	X
Recycling	X	X	X	X
Erosion	X	X	X	X
Pollution	X	X	X	X
Ethics	X	X	X	X
Winter life				X

OVERNIGHT CAMPING SITES

Purpose: Accomodate participants in a primitive area

Location: Far removed from camp core; near water

Requirements:

2 sites with tent platforms

2 sites with wall tents

2 sites with no tents

1 site with tipi

All sites need firebowls

All sites need some manner to dispose of human and food waste

Programme:

	Spring	Summer	Fall	Winter
overnight camping	x	x	x	

PLAYING FIELD

Purpose: Outdoor recreation area; very large outdoor meeting area

Location: adjacent to camp core; needs road accesability

Requirements:

Large flat field with 2% slope

Baseball backstop

Will be mowed

Easily accessable

Programme:

	Spring	Summer	Fall	Winter
football	x	x	x	
baseball	x	x	x	
soccer	x	x	x	
ultimate frisbee	x	x	x	
wide games	x	x	x	x
parachute games	x	x	x	

PROGRAMME OFFICE

Purpose: Planning of programmes; small meeting area

Location: In same building as business office and director's office; camp core

Requirements:

Approx. 500 sq ft.

Seating for 12 people

Work space for 7 people

Desks, filing cabinets, bulletin boards

Flip chart

Magnetic board

Easy to wash floors

Exterior bulletin board

Porch

Programme:

	Spring	Summer	Fall	Winter
support area	x	x	x	x
programme planning	x	x	x	x

PROGRAMME STAFF CABINS

Purpose: House staff

Location: near programme area, 4 required

Requirements:

Approx 780 sq.ft. x 4 = 3120 sq.ft.

Four bedrooms with closet in each

Common living room

2 bathrooms

Easy to clean floor

Ample natural lighting

Porch

Common mop/broom closet

Fridge

Coat/boots area

4 required 1) boating 2) swimming 3) kitchen 4) H&T

Programme:

	Spring	Summer	Fall	Winter
support area	x	x	x	x

HIGH AND LOW ROPES COURSE

Purpose: Teach group co-operation and provide a self challenge

Location: Removed from camp core, in wooded area

Requirements:

Mature woods

Entrance to course can be made inaccessible

Walkie-talkie/intercom

Storage area for ropes, carabeneers, equipment

Programme:

	Spring	Summer	Fall	Winter
ropes course	x	x	x	x
initiative tasks	x	x	x	x

SAILING AREA

Purpose: Teach sailing levels; recreation

Location: Removed from other boating activities, swimming area

Requirements:

Deep water

Slip for all boats

Walk-on horseshoe dock

Controlled, limited access

Area to store sails and equipment

Programme:

	Spring	Summer	Fall	Winter
recreation	x	x	x	
sailing instruction	x	x	x	

SECTION DIRECTOR'S CABIN

Purpose: House staff; small meeting area

Location: Near given section, 4 required

Requirements:

Approx. 290 sq ft. x 4 = 1160 sq ft.

Bedroom with closet

Living area

Seats 12 people

Desk with bulletin board, filing cabinets

Shelves for books and food

Easy to clean floors

Ample natural lighting

Coat/boots area

Walkie talkie/intercom

Bathroom

Porch

4 required

Programme:

	Spring	Summer	Fall	Winter
programme planning		x		
support area	x	x	x	x

SEPTIC TANKS

Purpose: Collect and store sewage

Location: Near road; removed from camp core; near entrance

Requirements:

1 or 2 large storage tanks

Inaccessable

Not visable

Programme:

	Spring	Summer	Fall	Winter
support area	x	x	x	x

STAFF LOUNGE

Purpose: Staff recreation, work area; medium meeting area; storage of valuables

Location: Camp core; removed from camper accomodations

Requirements:

Approx. 850 sq.ft.

Lounge with ample seating

Many tables

Storage area for games

Toilets

Small lockers

Fireplace

Pool table

Coats/boots area

Ample natural lighting

Separate smoking area

Porch

Audio/visual equipment area [inaccessable]

Easy to clean floors

Broom/mop closet

Bulletin boards

Walkie talkie/ intercom

Programme:

	Spring	Summer	Fall	Winter
staff recreation		x		
support area	x	x	x	x

SUPERINTENDENT'S QUARTERS

Purpose: House superintendant

Location: Near entrance to camp, road, other staff housing

Requirements:

Approx 1100 sq.ft.

Three bedrooms

One and one half bathrooms

Screened in porch

Basement

Ample natural lighting

Garage

Programme:

	Spring	Summer	Fall	Winter
support area	x	x	x	x

SUPPORT STAFF CABINS

Purpose: House staff

Location: near road, other staff housing

Requirements:

Approx. 290 sq.ft. x 5 = 1450 sq.ft.

Bedroom

Living/dining room

Kitchenette

Bathroom

5 required

Programme:

	Spring	Summer	Fall	Winter
support area	x	x	x	x

SWIMMING AREA

Purpose: Teach levels of swimming and diving ; recreational

Location: Near beach; removed from boating area

Requirements:

Encircled by aluminum floating docks, connected by walk-on dock

Shallow, intermediate, deep areas

Controlled, limited access

Separate area for diving board

Beach

Slide

Two lifeguard chairs

Programme:

	Spring	Summer	Fall	Winter
recreation	x	x	x	
swimming levels	x	x	x	
diving	x	x	x	
snorkeling	x	x	x	
synchronized swimming		x		
lifesaving	x	x	x	
polo	x	x	x	
volleyball	x	x	x	
swim team		x		
mile swim		x		
tee rescues	x	x	x	
skating				x

SWIMMING WATERFRONT BUILDING

Purpose: House swimming equipment and office

Location: Near swimming waterfront

Requirements:

Approx. 200 sq. ft.

Unheated

Storage area/shelves for equipment

Lockable

Drinking fountain

Toilets

Office with desk, filing cabinet, bulletin board

Windows facing swimming area

First aid room

Racks for scuba equipment

Walkie talkie/intercom

Programme:

	Spring	Summer	Fall	Winter
support area	x	x	x	

WASHSTANDS

Purpose: Area for participants to wash

Location: In each section

Requirements:

Approx. 100 sq.ft. x 8 = 800 sq ft.

No walls

Fixed roof and floors

Large wash basin

Taps

Cold water only

2 needed in each section (8 total)

Programme:

	Spring	Summer	Fall	Winter
support area	x	x	x	

WORKSHOP

Purpose: Repair and maintain all site equipment; store supplies

Location: Near road, garage

Requirements:

Approx. 1800 sq.ft.

Garage door

Attached office with desk, filing cabinet, bulletin board

Lockable

Very large storage area with shelves

Area to store all tools, axes, brooms, etc.

Area to store lumber

Woodworking shop with band saw, table saw, planer, etc.

Ample natural lighting

Work sink

Toilet

Area large enough to make/repair canoes and house steaming machine

Project room

Cement floor

Well ventilated

Ground level

Programme:

	Spring	Summer	Fall	Winter
Support area	x	x	x	x

WORKSHOP STORAGE AREA

Purpose: Store large items and flammables

Location: Beside workshop; near road

Requirements:

Approx. 600 sq ft.

Unheated - open

High fixed roof

Walls completely removable

Lockable area to store flammables

Racks

Area to store ladders, scaffolding, workhorses, and other large items

Accessible by vehicle

Gravel floor

Programme:

	Spring	Summer	Fall	Winter
support area	x	x	x	x

Summation of the estimated facility sizes.

Winterized

Building	Approx. sq.ft.	# Required	TOTAL sq.ft.
Arts & Crafts	1350	1	1350
Asst. Directors Cabin	850	1	850
Back to Basics	950	1	950
Business Office	700		
Directors Office	150		
Programme Office	500	1	1350
Conference Center	3500	1	3500
CIT Dir. Cabin	400	1	400
Directors Cabin	1100	1	1100
Dining Hall	5000	1	5000
Garage	1200	1	1200
Infirmmary	1500	1	1500
Kitchen	1200	1	1200
Lodge	2800	2	5600
Nature	1400	1	1400
Prog. Staff Cabin	780	4	3120
Sec. Dir. Cabin	290	4	1160
Staff Lounge	850	1	850
Supers. House	1100	1	1100
Supp. Staff Cabin	290	5	1450
Workshop	1800	1	1800
TOTALS		29	34880

Non Winterized

Shower & Toilets	650	2	1300
Gymnasium	3200	1	3200
Hike&Trip Off.	200		
Storage	650		
Porch	250	1	1100
Washstands	100	8	800

Workshop Storage	600	1	600
Boating Building	550	1	550
Swimming Build.	200	1	200
TOTALS		14	7750

TOTAL BUILDINGS REQUIRED 43

TOTAL EST. sq.ft. REQUIRED 42,630

15% for bathrooms, closets, etc. 6,395
TOTAL 48,995

PROPOSED CLIENTELE

All programmes and activities for the below listed target clientele groups are considered to be focused towards francophones, anglophones, and allophones, including groups and individuals who are disabled, handicapped or require financial assistance. For programme content or for personal growth benefits, see listing of activities by program area/ program evaluation criteria.

PRIMARY TARGET CLIENTELE

SUMMER

DURATION

Residential Camp:
Including all campers, CITs, Voyageurs,
and all new programmes

Weekdays, Weekends
2,4,6, or 8 weeks

YMCA Day Camps:
Introduction to residential camping,
wilderness experience

Weekdays
2 1/2 - 5 days

Research conducted by the American Camping Association concludes that the optimum size for a residential camp is 220 campers. At this size fixed costs and variable costs are eclipsed by potential income, and the camp is small enough to remain personal, manageable, and please clients.

SPRING, FALL WINTER

DURATION

Primary Schools:
Environmental education,
wilderness experience

Weekdays
2 1/2 - 5 days

Secondary Schools:
Environmental education,
adventure training and tripping

Weekdays, Weekends
2 1/2 - 7 days

CEGEPS:
Specific skills training, environmental
education, adventure training

Weekdays, Weekends
2 1/2 - 10 days

Universities:
Specific skills training,
environmental education

Weekdays, Weekends
2 1/2 - 10 days

YMCA:
Retreats, Seminars, leadership training
center, youth groups

Weekdays, Weekends
2 - 5 days

SECONDARY TARGET CLIENTELE

SUMMER

Family:
Outdoor activities,

DURATION

Weekdays
5 days, end of August

SPRING, FALL, WINTER

Adult groups: Community, Elderhostel, Business
Conferences, retreats, staff training

DURATION

Weekdays, Weekends
2 - 5 days

Family:
Outdoor activities

Weekends, Holidays
2 - 3 days

Boy & Girl Scouts:
Camping in tentline, outdoor activities,
shoulder season only

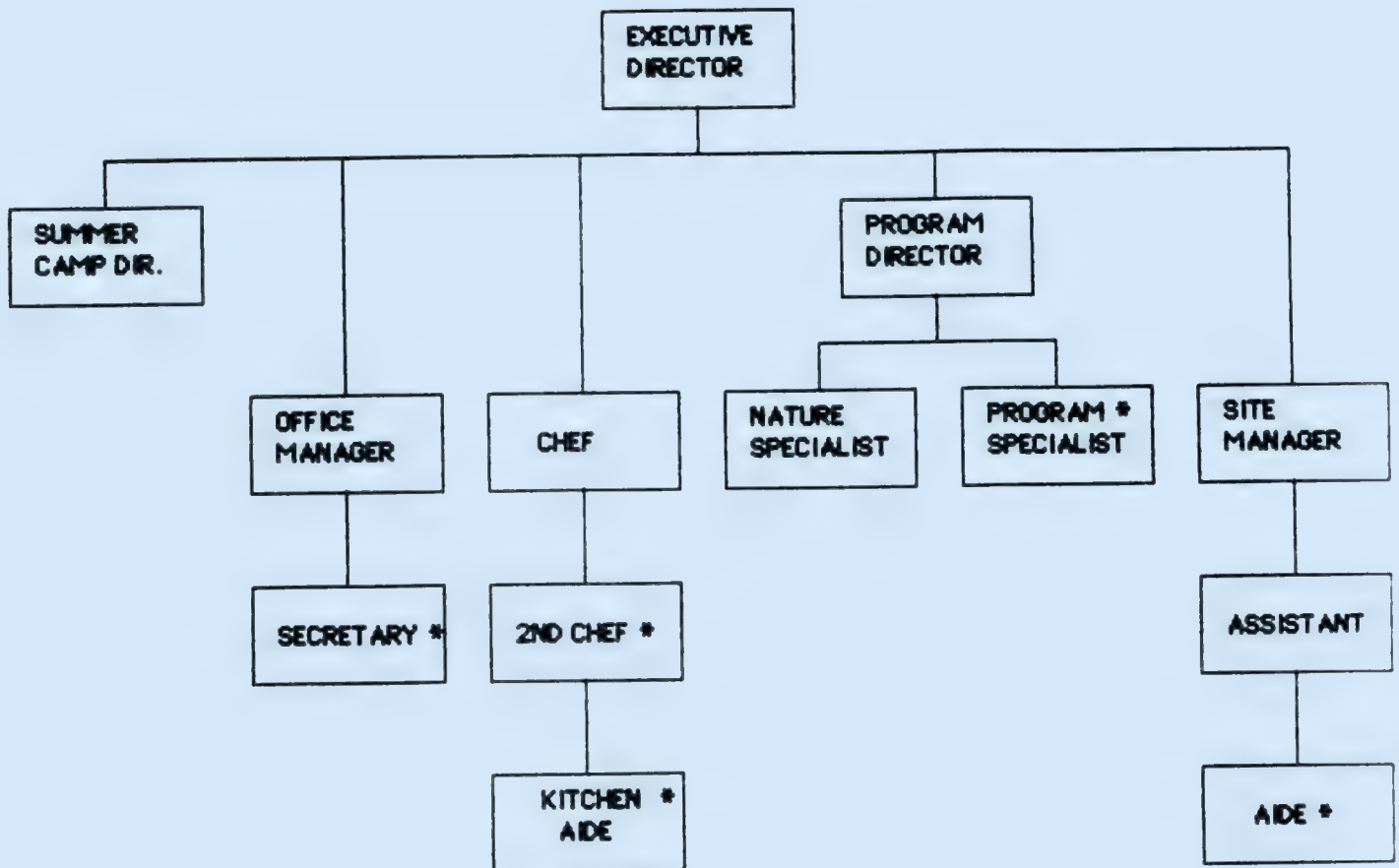
Weekends, Holidays
2 - 3 days

Based on the recommended facilities listed previously the spring, fall, and winter facilities could house:

	<u>Accommodations</u>
Conference center 1 building x 15 rooms x 1-6 people per room	15-90
Staff cabins 4 buildings x 4 rooms x 1-4 people per room	16-64
Section director cabins 4 buildings x 1 room x 1-2 people per room	4-8
CIT director cabin 1 building x 2 rooms x 1-2 people per room	2-4
Infirmery 1 building x 2 rooms x 1-2 people per room	2-4
TOTAL ACCOMODATIONS	39-170

The tent line would also be able to accomodate 276 users during the shoulder seasons.

STAFF REQUIRED FOR YEAR ROUND OPERATION



* = Part time staff/ possibly full time depending upon numbers of year round users

ESTIMATED CONSTRUCTION AND SITE DEVELOPMENT COSTS

Below are rough estimates for developing a year round center. SNC Inc. donated its time in developing the following estimations.

Winterized facilities	34880 sq.ft. @ \$50 sq. ft	1,744,000
Non winterized facilities	7750 sq.ft. @ \$40 sq.ft.	300,000
Water purification & distribution incoming from a lake treatment & distribution	8000 ln.ft. @ \$25 ln.ft.	200,000
Public lighting		50,000
Roads	90,000 ln.ft. @ \$1.50 ln.ft.	135,000
	Paved 3000 ln.ft. x 20 ft. wide = 60,000	
	Paved 3000 ln.ft. x 10 ft. wide = 30,000	
Pathways		135,000
Site clearing	6 acres @ \$4000 per	25,000
Septic system		300,00- 500,000
Standby Generator 50 kw		60,000
Dock, Telephone, Fire Alarm, Intercom, Fire Hose System		<u>250,000</u>
	SUB TOTAL	3,309,000
Engineer and Architect fees @ 4%		<u>132,000</u>
	SUB TOTAL	3,441,000
Contingency	@ 10%	<u>344,000</u>
	TOTAL	3,785,000

CAPITAL EXPENDITURES

Kitchen Supplies	200,000
Furniture	200,000
Vehicles	70,000
Maint. Equipment	25,000
Land Cost 1,000 acres @ \$1,000 per	1,000,000
Programme Equipment	<u>50,000</u>
TOTAL	1,545,000

PROJECTED EXPENSES

Fixed

For purposes of this document all expenses for the summer operation have been included in fixed operational expenses.

Full Time Staff	
Exec. Director	31,000
Site Director	27,000
Summer Camp Director	27,000
Maintenance Supervisor	23,000
Nature Specialist	25,000
Chef	27,000
Office Manager	21,000
Maintenance	<u>19,000</u>
	SUB TOTAL
	200,000
Plus Q.P.P., U.I.C., etc. @ approx. 20%	40,000
Less housing benefits, approx.	<u>- 20,000</u>
	TOTAL
	220,000
Part Time Staff [Summer]	95,000
Office Supplies	3,000
Telephone	5,000
Travel	8,000
Photocopies	5,000
Postage	7,000
Staff Development	4,000
Taxes	15,000
Insurance	6,000
Repairs & Replacement	18,000
Supplies	18,000
Fuel/gas	5,000
Electricity	14,000
Promotion	20,000
Purchase for resale	25,000
Transport	25,000
Provisions	120,000
Laundry	<u>2,000</u>
	SUB TOTAL
	615,000
Plus 10% misc.	<u>62,000</u>
	TOTAL FIXED COSTS
	672,000

Variable Costs

These costs are listed as costs per off season user / per day.

Raw Food	\$10
Utilities	\$ 2
Part Time Staff	\$ 2
Rep. & Rep.	\$ 1
Misc. including waste disposal, etc.	\$ 3
TOTAL	\$18

PROJECTED INCOME

Summer Programme	\$550,000
Camp Store	<u>\$ 30,000</u>
TOTAL SUMMER	\$580,000

PROJECTED BUDGET

Average daily fee charged to off season user/per day	\$35
Less daily variable off season cost	<u>-18</u>
Net surplus per off season user/per day	\$17

Total Fixed Costs	\$672,000
Less Summer Income	<u>-580,000</u>
Remaining Fixed Costs	\$ 92,000

Remaining Fixed Costs \$92,000 divided by net surplus per off season user/per day[\$17] = 5,411 user days required to break even

Maximum occupancy 180 users x 250 maximum user days = 45,000
maximum total off season occupancy per annum. Less 25% for realistic usage
= 37,550 total off season occupancy.

5,411 user days required divided by 37,550 off season occupancy = 14.4%
occupancy required to break even for first year of operation.

CONFERENCE CENTER RATES

2 Persons Per Room or up to 30 Persons

[A Minimum total payment of \$3000 is required for exclusive use of building]

1 Night	- 3 Meals	55.00
1 Night	- 4 Meals	60.00
2 Nights	- 5 Meals	95.00
2 Nights	- 6 Meals	100.00
3 Nights	- 7 Meals	125.00
3 Nights	- 9 Meals	135.00
4 Nights	- 12 Meals	175.00
5 Nights	- 15 Meals	205.00
6 Nights	- 18 Meals	235.00
7 Nights	- 21 Meals	260.00

3-4 Persons Per Room or 46 to 60 Total Persons

1 Night	- 3 Meals	45.00
1 Night	- 4 Meals	50.00
2 Nights	- 5 Meals	80.00
2 Nights	- 6 Meals	85.00
3 Nights	- 7 Meals	115.00
3 Nights	- 9 Meals	125.00
4 Nights	- 12 Meals	165.00
5 Nights	- 15 Meals	190.00
6 Nights	- 18 Meals	215.00
7 Nights	- 21 Meals	235.00

5-6 Persons Per Room or 61 to 90 Total Persons

1 Night	- 3 Meals	40.00
1 Night	- 4 Meals	45.00
2 Nights	- 5 Meals	60.00
2 Nights	- 6 Meals	65.00
3 Nights	- 7 Meals	80.00
3 Nights	- 9 Meals	90.00
4 Nights	- 12 Meals	120.00
5 Nights	- 15 Meals	145.00
6 Nights	- 18 Meals	160.00
7 Nights	- 21 Meals	180.00

NOTES:

- 1] Bed linens available at \$4.00 per person, beds unmade.
- 2] Full linen service includes towels, soap, and beds made at \$8.00 per person, per day.
- 3] A \$300 deposit is required to reserve Conference Center

ENVIRONMENTAL EDUCATION CENTER RATES
[Using cabins, max. 80 persons]

Split Week			
Monday lunch - Wednesday lunch	2 Nights - 7 Meals	70.00	
4 Day			
Tuesday lunch - Friday lunch	3 Nights - 10 Meals	90.00	
5 Day			
Monday lunch - Friday lunch	4 Nights - 13 Meals	100.00	
No linens provided - if requested add \$4.00 per person			

Camping Rates
[Using tents, shoulder season only, max. 276 persons]

\$20.00 per person, per day

SUMMARY

The purpose of this brief was to:

- ☐ Emphasize and position the value of residential camping in the life of the Montreal Y and its participants.
- ☐ Provide an historical and current perspective and briefing on Kanawana and its operation.
- ☐ Provide an overview of the developing critical situation related to facility deterioration and site encroachment from St. Sauveur.
- ☐ Provide a series of recommendations for the future of Kanawana.